

Total Compensation Market Review

State of Iowa

October 2012



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Background

The State of Iowa (Department of Administrative Services) contracted with Aon Hewitt for the purpose of conducting a review of the competitiveness of employee base compensation and total compensation by leveraging the results of the Aon Hewitt benefit program review. Aon Hewitt, a subsidiary of Aon Corporation, is the global leader in human resource solutions. We partner with organizations to solve their most complex benefits, talent and related financial challenges and to improve business performance. Aon Hewitt's 29,900 employees design, implement, communicate and administer a wide range of human capital, retirement, investment management, health care, compensation, and talent management strategies.

About This Report

The following report provides specific market data for 97 jobs at State of Iowa.

This material is divided in the following sections.

- **Process Summary**—presents an overview of the steps followed in the data collection process.
- **Market Data Collection Methodology**—summarizes the issues related to the data collection process.
- **Results of Our Competitive Analysis**—presents three comparisons of current compensation to current market.
- **Summary of Survey Sources**—provides a description of the survey sources used in this data package.
- **Glossary of Terms Used**—provides definitions for specific technical terms used in this document.

Process Summary

The data collection process consists of the following steps:

- **Identifying Benchmark Jobs**—State of Iowa provided Aon Hewitt with approximately 120 job descriptions that represent a broad sampling of jobs from all functions, locations, and all levels to be covered in our review. Job classifications were primarily chosen for this review based on the number of incumbents to maximize the employee population covered by the study. Of the 120 job descriptions, Aon Hewitt was able to match 97 jobs to survey jobs, representing 71% of the employee population. The 97 positions represent 13,389 employees out of a total covered population of 18,760.
 - In Aon Hewitt's experience, a compensation study that encompasses approximately 50% of the employee population, which this compensation study does, is sufficient to gain appropriate market awareness and to make programmatic decisions as necessary.
- **Verifying Survey Matches**—Aon Hewitt identified appropriate sources of reliable market compensation data. Aon Hewitt utilized survey descriptions from these sources to establish position matches for the State of Iowa.
- **Data Collection**—Aon Hewitt then independently compiled and updated the survey data for these matches.
- **Review of Market Data**—Aon Hewitt and representatives from State of Iowa held several conference calls to review the preliminary position matches and accompanying market compensation data.

Market Data Collection Methodology

Identifying Benchmark Jobs

The first step in the market pricing process is to identify benchmark jobs. A benchmark job is one which corresponds on a one-to-one basis in a sufficient number of organizations to permit an acceptable sample of salary information to be gathered. These benchmarks have been selected by reviewing the total job population and selecting a good representation of jobs across all job families or functions. Choosing multiple incumbent jobs allowed us to capture a greater percent of the employee population.

Verifying Survey Matches

The next step is to identify appropriate and credible survey sources to use in job matching. In job matching, State of Iowa's job descriptions were compared to survey job descriptions. Based on the information provided, Aon Hewitt has made survey matches for the jobs.

Some general guidelines commonly used to verify survey matches are:

- Consider each benchmark job one at a time. Read the survey job descriptions and make matching decisions based on job content rather than on title.
- It is typical practice to consider a job a benchmark if 70% or more of the job content is similar to the survey job.
- Many survey jobs describe the general function of the job and then refer to level guides to determine the appropriate match for the position. Level 1 typically depicts the lowest level of experience, knowledge, and/or responsibility then gradually builds to the higher levels. Use years of experience, knowledge, and responsibilities as a guide in your verification process. **Note:** *The NCASG survey matches were provided by the State of Iowa. By virtue of the State of Iowa participating in the survey for selected positions, Aon Hewitt assumes that the matches were validated by State of Iowa.*

Choose Reliable Surveys

A reliable survey includes the following:

- **Survey Effective Date**—knowing the date allows us to age the data of all surveys used to a common date. The effective date of the survey data should be clearly reported.
- **Survey Job Descriptions**—in order to effectively match an organization's job to a survey job, it is important to have clear survey job descriptions. The survey must depend on job *content* rather than *title only* job matches because job titles are specific to each organization.
- **List of Participating Organizations**—surveys that have consistent organization participation from year to year are more reliable because they create a more constant sample. This provides an opportunity to verify with the client that comparator organizations participate in this survey.

In addition, a reliable survey:

- **Is Published Annually or Biennially**—organizations need *to use surveys that will continue to be available in the future*. This ensures that updates can be made on a consistent basis, and enables tracking market movements from one year's survey to the next.
- **Is Conducted by a Third Party**—organizations that conduct surveys as a line of business can be relied upon for credible data for the following reasons: data cleaning, questioning any aberrant data, and verifying job matches. *Data that is self-reported may not follow all of the steps listed above (i.e., magazine, Internet, and some association surveys). Always check methodology.*
- **Reports Meaningful Data:**
 - Reports the number of organizations and incumbents for each job. This helps validate the reliability of the data based on sample size.
 - Provides various components of pay along with definitions of each component. The most commonly used components are base, bonus, total cash, and long-term incentives (if available).
 - Reports additional data elements such as percentiles and various forms of averages. These data elements allow us to validate the data.
 - Provides scoping measures. Scoping measures represent the various categories in which market information is collected and reported in salary surveys. These measures allow us to compare an organization's relative size and/or location.
 - Includes timely data. Surveys should be timely so that the data is current enough to reflect actual market conditions. For example, a two-year-old survey will not accurately reflect the worth of a high demand or "hot" job.

A Note on Survey Data from Public and Private Employers

To conduct the market analysis, Aon Hewitt referenced compensation surveys encompassing employers from both the private and public sectors. With the recent economic recession, Aon Hewitt has seen an increasing number of workers in the public sector who previously worked in the private sector. This indicates that, to an increasing degree, public employers need to compete for talent with private enterprise. Wherever possible, Aon Hewitt blended compensation data from both the private and public sectors to better represent the labor market in which State of Iowa competes for talent.

Detailed Results of Our Comparative Analysis and Recommendations

Overview

To assess the market competitiveness of the State of Iowa's compensation program, Aon Hewitt looked at the following three comparisons:

- **Market Range Penetration**—The State of Iowa has established base pay ranges with a minimum and a maximum annual base pay rate for the jobs in this market study. Market range penetration measures how well the market data for a particular job fits within the State of Iowa pay range.
- **Average State of Iowa Base Pay Compared to Market Base Pay**—Aon Hewitt compared the average base pay for State of Iowa's incumbents to market base pay for each benchmark job. Because incumbents may be paid high or low within a pay range, this comparison shows how the State of Iowa's actual pay compares to market.
- **Average State of Iowa Total Compensation Compared to Market Total Compensation**—Aon Hewitt compared State of Iowa and market total compensation which consists of base pay, cash incentives, and benefits values. To do this, Aon Hewitt leveraged data from the recent State of Iowa Benefits Project Final Report to approximate the benefits value for both State of Iowa jobs and market jobs. By comparing total compensation, one can see how the State of Iowa compares to market when looking at the full value of the employment package.

All State of Iowa incumbent pay data used for the competitive market analysis is effective September 27, 2012.

Summary of Analysis and Observations

Aon Hewitt found that:

- On average, the State of Iowa pay ranges are competitive with external market when looking at the external labor market consisting of both public and private employers.
 - While the pay ranges are competitive with external market overall, 11 jobs have pay ranges that are higher than the estimated market value, and seven jobs have pay ranges that are lower than the estimated market value. This indicates that the pay ranges for these jobs may need to be adjusted to better reflect the external labor market.
- When looking at state government employers only, State of Iowa pay ranges are, on average, much higher than market. Of the 46 jobs that have state government data, the pay ranges (i.e., the minimum and maximum for the base pay ranges) for 20 of those jobs are above the estimated market values.

In addition to a review of pay ranges to market, we also reviewed actual employee base pay compared to the market and found the following:

- Overall, actual base pay is, on average, significantly higher than the external market consisting of both public and private employers (17.9% above market).

- The average incumbent base pay for 46 jobs (47% of those reviewed) is greater than 20% above market; the average incumbent base pay for one job is greater than 20% below market.
- When looking at state government employers only, State of Iowa base pay is, on average, significantly above market. Average variance to market is 33%, with 38 jobs (approximately 83%) being greater than 20% above market.

Aon Hewitt also analyzed total compensation, which includes base pay, incentives, and the value of benefits received. The basis for this analysis was the public and private employee group and a benefits compensation database of employers with significant salaried employee populations. When comparing State of Iowa total compensation to the market, we found the following:

- State of Iowa total compensation is, on average, considerably higher than market (12.8% above market).
 - The average total compensation for 33 jobs is greater than 20% above market; the average total compensation for two jobs is greater than 20% below market.

Below you will find additional detail regarding the results of the review.

Market Range Penetration

Market Range Penetration measures where the market value falls in relation to the established pay range for each job. The following equation is used to calculate this factor:

$$\frac{\text{Market Base Pay (50}^{\text{th}} \text{ percentile)} - \text{Pay Range Minimum}}{\text{Pay Range Maximum} - \text{Pay Range Minimum}}$$

- Where penetration is <0% (negative), market is below the range; the job is likely overpaid.
- Where penetration is >100%, market is above the range; the job is likely underpaid.
- Where penetration is between 0% and 100%, the market estimated value falls within the range. When market falls equidistant between the pay range minimum and pay range maximum (i.e., penetration is 50%) then the pay range best reflects the external market.

For example, if the Accountant 2 position has an estimated market value of \$51,400 and the State of Iowa pay range consists of a minimum of \$41,870 and a maximum of \$63,627, the Market Range Penetration equation would be:

$$\frac{\$51,400 - \$41,870}{\$63,627 - \$41,870} = 44\%$$

We would say that the market value of \$51,400 penetrates 44% into the State of Iowa pay ranges.

Market Range Penetration Using Public and Private Sector Data

Aon Hewitt found that, on average, State of Iowa's market range penetration is 39.7%, which indicates that State of Iowa's pay ranges competitively reflect the external market when looking at public and private employers. Nonetheless, some jobs have pay ranges that are not in line with market:

- Eleven jobs have estimated market values below the pay range (range penetration <0%); and
- Seven jobs have estimated market values above the pay range (range penetration >100%).

Additional detail on market range penetration is provided in Exhibit 1.

Market Range Penetration Using State Government Data

When looking at state government employers only, State of Iowa pay ranges are, on average, higher than market. On average, market range penetration using state government data is 10.1%, indicating that market falls near the pay range minimum. However, the pay ranges for 17 of the jobs are above the market.

Additional detail on market range penetration when looking at state government employers is provided in Exhibit 1G.

Recommendations

For jobs with pay ranges that are above the external market value or where the external market value is near the pay range minimum (i.e. the pay range is above market), the State of Iowa should recalibrate the pay range down to bring the pay range in greater alignment with market. Conversely, for jobs with pay ranges that are below the external market value or where the external market value is near the pay range maximum (i.e. the pay range is below market), the State of Iowa may need to recalibrate the pay range upward to bring the pay range in greater alignment with market.

Summary of Pay Range Administration Approaches

Range in Relation to Market	Aon Hewitt Recommendation	Impact of Approach: Future New Hires	Impact of Approach: Current Employees
Range is above market	Adjust pay range downward	Lower starting base salaries	Less year-over-year base pay growth for employees at or near pay range maximums
Range is below market	Adjust pay range upward	State of Iowa may be more competitive when attracting new talent	Greater earning opportunity for longer-term employees and greater ability to retain talent

Average State of Iowa Base Pay

To evaluate the competitiveness of State of Iowa's actual base pay, Aon Hewitt calculated the variance of State of Iowa's base pay from the estimated market value.

$$\left(\frac{\text{Average State of Iowa Base Pay}}{\text{Estimated Market Value}} \right) - 1$$

- Positive variance (>0%) indicates that average actual base pay is higher than market; and
- Negative variance (<0%) indicates that average actual base pay is lower than market.



For example, if the Accountant 2 position has an estimated market value of \$51,400 and the **average actual** State of Iowa pay for current incumbents is \$58,832, the variance is calculated as follows:

$$\frac{\$58,832}{\$51,400} - 1 = 14\%$$

We would say that average actual State of Iowa pay is 14% above market.

Average State of Iowa Base Pay Compared to Public and Private Sector

Overall, State of Iowa's variance is 17.9%. In general, Aon Hewitt considers an average variance +/- 5% of market to be "at market." As a result, Aon Hewitt finds State of Iowa average base pay to be significantly higher than market.

Several jobs are more than 20% above or more than 20% below market when looking at actual base pay.

- Forty-six (46) jobs are more than 20% above market; and
- One (1) job is more than 20% below market.

Additional detail is provided in Exhibit 2.

Average State of Iowa Base Pay Compared to Market Base Pay Using State Government Data

When looking at state government employers only, State of Iowa's variance to market is 33%. Aon Hewitt finds that State of Iowa average base pay is significantly higher than the public sector market median. There may be many reasons for this, one of which may be pay freezes lasting multiple years experienced by some of the states surveyed.

Additional detail is provided in Exhibit 2G.

Recommendations

For incumbents who are paid well above the estimated market value, Aon Hewitt does not generally recommend reducing pay. Rather, Aon Hewitt recommends reducing or eliminating future increases to base pay to allow the labor market to "catch up" to State of Iowa compensation levels over time. As a best practice, Aon Hewitt recommends weighing individual performance against market to determine if pay is appropriate, as high-performing employees may warrant pay higher than the estimated market value.

As with all organizations, pay and employment decisions are a function of the State of Iowa's talent needs and budget constraints.

For jobs paid below the estimated market value, our recommendation is to review these as individual cases rather than establishing a broad approach to addressing these situations. When doing so the following factors should be considered:

- **Tenure:** What is the average time in job for the incumbent?
- **Experience:** Does the incumbent demonstrate the required skills to competently perform the duties and responsibilities for the job?
- **Performance:** Is the incumbent performing at an acceptable level of performance?

In general, individual employees that fit the criteria (described above) for an adjustment would fall in the following categories:

- **2% to 4% Below Market:** Review for possible immediate adjustment.
- **5% to 8% Below Market:** Review for possible adjustments made over 12 months in two installments.
- **More Than 9% Below Market:** Review the possible adjustments made over two to no more than three pay cycles.

These recommendations however are predicated by the State of Iowa's ability to establish an appropriate budget to accommodate the additional funding needed.

Average State of Iowa Total Compensation Compared to Market Total Compensation

To evaluate the competitiveness of State of Iowa's total compensation package, Aon Hewitt calculated an estimated benefits value determined by base pay using the public and private sector data. The estimated benefits value leverages data from the recent State of Iowa Benefits Project Final Report to approximate the benefits value for both State of Iowa jobs and market jobs.

In Aon Hewitt's experience, using this approach to approximate total compensation is appropriate. Within the labor market, base compensation tends to be somewhat homogenous between organizations and industry sectors, so looking at organizations from a broad spectrum of industries often provides the best picture of the labor market. Additionally, the compensation market data collected by Aon Hewitt reflects a broad spectrum of employers very similar to the employers represented in the State of Iowa Benefits Project Final Report (conducted in September 2012 and utilizing the large salaried employer with an Iowa presence comparator group). Benefits data from local organizations with salaried employees were used for the purposes of determining market benefits value. These values are grossed up and are net of employee contributions, short-term disability, and time off with pay.

Benefits Value

	State of Iowa	Market
Total Retirement, Death, and LTD	6.5% of base pay	9.7% of base pay
All Health Care	\$17,811	\$14,047

For example, the estimated benefits value for a State of Iowa job with an average base pay of \$30,000 would be $\$30,000 \times 6.5\% + \$17,811$, or \$19,761. Similarly, the estimated benefits value for a market job with a base market value of \$30,000 would be $\$30,000 \times 9.7\% + \$14,047$, or \$16,957.

	Base Pay	Total Retirement, Death, and LTD	All Health Care	Estimated Benefits Value
State of Iowa Job	\$30,000	$\times 6.5\% = \$1,950$	\$17,811	\$19,761
Market Job	\$30,000	$\times 9.7\% = \$2,910$	\$14,047	\$16,957

In addition to benefits value, total compensation includes both base pay and incentives paid. Because the State of Iowa does not have an incentive plan, the estimated benefits value is added to base pay to arrive at the total compensation figure. For market, estimated benefits value is added to market total cash (inclusive of both base and incentives) to determine total compensation.

To continue the example, the estimated total compensation value for a State of Iowa job with an average base pay of \$30,000 would be $\$30,000 + \$19,761$ (the benefits value from the example above), or \$49,761. The State of Iowa does not offer incentives, so base pay is essentially equal to total cash. Similarly, if the market job has a total cash market value of \$30,500 (i.e. a \$500 incentive), then the estimated total compensation value for the market job would be $\$30,500 + \$16,957$, or \$47,457.

	Base Pay	Incentive	Total Cash	Estimated Benefits Value	Total Compensation
State of Iowa Job	\$30,000	\$0	\$30,000	\$19,761	\$49,761
Market Job	\$30,000	\$500	\$30,500	\$16,957	\$47,457

Similar to the base pay comparison, State of Iowa total compensation is compared to market compensation with a variance calculation, where positive variance indicates that State of Iowa is higher than market, and negative variance indicates that State of Iowa is lower than market.

In our example above, we would say that State of Iowa is 4.9% above market from a total compensation perspective ($[\$49,761 / \$47,457] - 1 = 4.9\%$).

Results of Total Compensation Analysis

Overall, State of Iowa's variance to market is 12.8%. This is compared against the public and private sector data for base pay and incentives and the large employers with 10,000+ salaried employees peer group from the State of Iowa Benefits Project Final Report. In general, Aon Hewitt considers an average variance +/- 5% of market to be "at market." As a result, Aon Hewitt finds State of Iowa total compensation to be considerably above market.

Although average variance to market is high, several jobs are significantly above or below market when looking at total cash. Thirty-three (33) jobs are paid significantly above market (>20%) while two (2) jobs are paid significantly below market (<-20%). These jobs are flagged in Exhibit 3.

Impact of Incentives on Competitive Assessment

Although both base pay and total compensation are above market, State of Iowa's total compensation is less above market than base pay. This is largely due to the fact that State of Iowa does not have an incentive program. On average across the benchmark jobs in the study, incentives comprise approximately 6% of total cash.

Additional detail provided in Exhibit 3.

Recommendations

For the State of Iowa, total compensation consists of base pay and benefits value. To bring total compensation more in line with market, the State of Iowa has two main approaches:

- **Reduce or eliminate increases to base pay over time**—While Aon Hewitt does not generally recommend reducing base pay to bring compensation programs more in line with market, the State of Iowa may reduce or eliminate regular pay increases, particularly for employees who are paid above market. Over time, the State of Iowa's competitive position on both base pay and total compensation will better align with market.
- **Redesign benefits programs to bring them more in line with market**— The recent State of Iowa Benefits Project Final Report (dated September 14, 2012) outlines several recommendations to bring the State of Iowa's benefits programs in line with market. As the value of State of Iowa's benefits programs become more aligned with market, the State of Iowa will also see the total compensation competitive position align with market.

As a priority, the State of Iowa should address the design of its health plans, as indicated in this excerpt from the recent State of Iowa Benefits Project Final Report (page 12 and 13):

The State of Iowa's medical benefits are ranked first in employer paid value and second in total value in the benchmark data for states and selected comparator employers. Few employers and few states have the majority of their employees in an HMO plan, such as the State of Iowa's most prevalent health plan, with no monthly premium cost to the employee...

We recommend that the State move the employee premium cost share to at least 20% employee paid, which is typical in the marketplace for health plans. . . Information from the Benefit Index[®] report shows overall employee contributions for employee coverage at 17.0% (overall employers), 19.8% (private sector) and 12.4% (states). For dependent coverage, the employee premium share is 20.1% (overall), 23.5% (private sector) and 21.1% (states), respectively...

We advise the State to move from single/family premium tiers to at least 3 or 4 tiers (employee, employee plus spouse, employee plus child(ren) and family rates), as that is what is common in the marketplace and more appropriately allocates premium dollars to the number of participants covered.

In addition, we recommend the State increase co-pays and add deductibles and coinsurance for major medical services to increase consumerism by employees, so that they are more thoughtful in considering the use of health care dollars prudently to reduce the overutilization of the plan and plan costs...

We recommend the State incentivize employees to participate in wellness screenings so that medical issues are diagnosed and treated earlier and in appropriate settings (vs. surgeries and emergency room visits for urgent issues due to little or no preventive care). In terms of incentives, we recommend the State consider providing premium differential for participation in wellness activities, starting with biometric screenings. Regulations permit a premium differential of up to 20% of the total (employee plus employer) premium as a differential for wellness activities; the permitted premium differential increases to 30% of total premium in 2014.

Secondarily, the State of Iowa should address short-term disability benefits, as indicated in this excerpt from the recent State of Iowa Benefits Project Final Report (page 14):

Aon Hewitt recommends that the State of Iowa limit its sick day accrual to a lower maximum, such as 15 days. Lowering the sick day maximum would also reduce the retiree medical benefits offered through the SLIP program (unused sick leave converted into premium reimbursement), which is also a rich program not supported by market...

Summary of Survey Sources

The following is a key to the abbreviations for survey sources used in this analysis. A brief description of each survey is also provided.

ALMLAW	ALM Legal Intelligence (formerly Altman Weil Publications, Inc.): Law Department Compensation Benchmarking Survey.	This survey reports compensation data for attorney and manager positions employed by corporate law departments in the U.S. The survey includes data on 9 positions provided by 225 employers and presents information by region, metropolitan area, number of employees, annual sales revenue, department size, form or ownership, reporting relationship, salary administration plan, number of years in position, maturity (year admitted to the bar), practice specialty, and industry. (Data effective March 2011.)
AH—Private Survey	Aon Hewitt: General Industry/Financial Services/Retail Cash Compensation by Industry: Geographic Region Survey Database	This report contains geographic data from 343 U.S. industrial and service/financial services/retail companies with between \$0.22 million and \$135.5 billion in sales volume. Data is displayed by geographic region. (Data effective March 2011.)
BLS	U.S. Department of Labor, Bureau of Labor Statistics: Area Wage Survey.	Conducted on an annual or semiannual basis by the BLS, these surveys contain salary data for up to 130 clerical and technical positions in each standard metropolitan statistical area. Effective dates and number of jobs with data vary by city. (Data effective May 2011.)
DIETRICHC	D. Dietrich Associates, Inc.: Construction Salary Survey.	This annual survey has data from 40 firms reporting data on 2,867 employees in construction services, construction management, and construction inspection. The data is reported by industry group, employment size, and geographic region. (Data effective March 2012.)
DIETRICHE	D. Dietrich Associates, Inc.: Engineering Salary Survey.	The Spring edition of this semi-annual survey contains data from 81 firms reporting salaries for 19,268 engineers. The data is reported by industry, by engineering discipline, as well as by major metropolitan area. Within each industry, data is reported by engineering staff size, geographic region, and by years since degree. Data for specific engineering disciplines is also reported. (Data effective March 2012.)

DIETRICHSL	D. Dietrich Associates, Inc.: Science & Lab Salary Survey.	This survey contains data from 24 firms reporting salaries of 2,700 scientists at eight levels of expertise and 1,572 lab technicians at seven levels. The data is reported by industry, discipline, as well as by region. Within each industry, data is reported by scientist staff size, geographic region, and by years since degree. (Data effective April 2012.)
DIETRICHSS	D. Dietrich Associates, Inc.: Support Services Salary Survey.	This survey provides salary information for 131 jobs in 68 Data is reported on a nationwide basis for each job, as well as by industry group, employment size, U.S. region, and metropolitan area. The majority of data reported is for base pay only. (Data effective May 2012.)
MHRCIHNHPO	Mercer: Integrated Health Networks Compensation Survey—Module 2 Health Plan Operations.	This survey module reports data from 137 organizations encompassing 140,090 incumbents for 216 positions. Data is displayed for each job on a nationwide basis, as well as by gross premiums, covered lives/membership, total employment, region, BlueCross BlueShield (BCBS) Organizations, Non-BCBS Organizations, and by region. (Data effective April 2012.)
MHRCIHNFAC	Mercer: Integrated Health Networks Compensation Survey—Module 4B Healthcare Provider Facility Executives and Management.	This survey module reports data from 1,024 organizations encompassing 13,561 incumbents for 134 positions. Data is displayed for each job on a nationwide basis, as well as by ownership, religious affiliation, teaching prevalence, and net revenue. (Data effective April 2012.)
MHRCIHNIND	Mercer: Integrated Health Networks Compensation Survey—Module 5 Healthcare Provider Individual Contributors.	This survey module reports data from 103 organizations encompassing 982,401 incumbents for 228 positions. Data is displayed for each job on a nationwide basis, as well as by organization, teaching prevalence, and net revenue. (Data effective April 2012.)
MHRCFAL	Mercer: US Mercer Benchmark Database—Finance, Accounting, and Legal Survey.	This survey presents data on 136 finance, accounting, and legal professions positions, as well as executive general management positions, from 2,371 participating organizations representing 129,661 incumbents. Data is displayed for each job on a nationwide basis, as well as by revenue, assets, operating budgets, premiums, FTEs, region, industry, and individual cities where sufficient data is available. Regression analysis results for base, total cash compensation, and total direct compensation are also reported. (Data effective March 2012.)

MHRCHRM	Mercer: US Mercer Benchmark Database—Human Resources Survey.	This survey presents data on 133 human resource management positions from 2,213 participating organizations representing 73,902 incumbents. Data is displayed for each job on a nationwide basis, as well as by revenue, assets, premiums, operating budgets, FTEs, region, industry, and individual cities where sufficient data is available. Regression analysis results for base, total cash compensation, and total direct compensation are also reported. (Data effective March 2012.)
MHRCIT	Mercer: US Mercer Benchmark Database—Information Technology Survey.	This survey presents data on 3594 information technology positions from 2,133 participating organizations representing 302,025 incumbents. Data is displayed for each job on a nationwide basis, as well as by revenue, assets, premiums, operating budgets, FTEs, year started in position/organization, region, industry, and individual cities where sufficient data is available. (Data effective March 2012.)
MHRCLSC	Mercer: US Mercer Benchmark Database—Logistics and Supply Chain Survey.	This survey presents data on 70 materials and logistics management positions from 1,732 participating organizations representing 167,828 incumbents. Data is displayed for each job on a nationwide basis, by revenue, assets, premiums, operating budgets, FTEs, region, industry, and individual cities where sufficient data is available. (Data effective March 2012.)
MHRCMBCNC	Mercer: US Mercer Benchmark Database—Metropolitan Areas Report North Central Region.	This survey presents data on 384 non-managerial exempt, nonexempt, and lower-level exempt positions from 2,739 participating organizations representing 382,193 incumbents. Data is displayed for each job on a nationwide basis, as well as by the region, and individual cities within the region where sufficient data is available. (Data effective March 2012.)
NCASG	National Compensation Association of State Government Survey	This survey was provided by the State of Iowa. (Data effective July 1, 2012.) All reported information refers to state government employees in the classified civil service and Executive branch, excluding higher education and quasi-state agencies.
PRMNP	PRM Consulting, Inc.: Management Compensation Report—Not-For-Profit Organizations.	The annual edition of this report contains compensation and data for 100 positions in 320 not-for-profit responses including trade, professional, educational, and health and social welfare organizations. Data is reported on a nationwide basis for each job, as well as by geographical location, organization type, organization budget, total employees, and time in position. (Data effective July 2011.)

SCPHY	Sullivan, Cotter and Associates, Incorporated.: Physician Compensation and Productivity Survey Report.	The data in this report were obtained from 424 health care organizations across the U.S. and this survey contains compensation levels paid to 66,400 physicians, Ph.D.s, mid-level providers, residents, and medical group executives in 212 specialty areas as well as 8 medical group executive positions. The data is displayed for each job on a nationwide basis, as well as by type of organization, and by region where available. (Data effective February 2011.)
SCHOSP	Sullivan, Cotter and Associates, Inc.: Survey of Manager and Executive Compensation in Hospitals and Health Systems.	This survey presents compensation data for managers and executives in the hospitals and health systems, representing 1,230 organizations including corporate units of 298 health systems and 932 hospitals. The data is displayed for each job on a nationwide basis, as well as by net revenue and region where available. (Data effective January 2011.)
TCSNFP	Total Compensation Solutions (TCS): Not-For-Profit Compensation Survey.	This annual survey contains base and total cash compensation data on 72 positions found in 678 not-for-profit organizations. Data is reported on a nationwide basis for each job, as well as by region, operating budget, and the following five industry groups: social/service religious, health and welfare/education, membership organizations, research/environmental advocacy, and cultural. (Data effective June 2011.)
TWADP	Towers Watson: Survey Report on Administrative Professional Compensation.	This study reports compensation data on 131 professional administrative service jobs. Information was provided by 695 organizations representing 149,745 incumbents. Both geographic and industry specific data are broken out by for-profit and not-for-profit categories. In addition, all organization (combining for-profit and not-for-profit) data is only provided at the national level. (Data effective March 2011.)
TWOBS	Towers Watson: Survey Report on Office and Business Support Compensation.	This study reports compensation data on 81 office personnel positions. Information was provided by 758 organizations representing 247,021 incumbents. Both geographic and industry specific data are broken out by for-profit and not-for-profit categories. In addition, all organization (combining for-profit and not-for-profit) data is only provided at the national level. (Data effective January 2011.)

TWSPP	Towers Watson: Survey Report on Specialized Professional Compensation Survey	This study reports compensation data on 87 professional specialized service jobs. Information was provided by 630 organizations representing 124,007 incumbents. Both geographic and industry specific data are broken out by for-profit and not-for-profit categories. In addition, all organization (combining for-profit and not-for-profit) data is only provided at the national level. (Data effective February 2011.)
TWSMM	Towers Watson: Survey Report on Supervisory and Middle Management Compensation Survey	This study reports compensation data on 235 middle management positions from 697 organizations representing 130,559 incumbents. Both geographic and industry specific data are broken out by for-profit and not-for-profit categories. In addition, all organization (combining for-profit and not-for-profit) data is only provided at the national level. (Data effective March 2011.)
TWTSP	Towers Watson: Survey Report on Technical Support and Production Compensation Survey	This study reports compensation data on 85 technical and skilled trades positions. Information was provided by 665 organizations representing 336,467 incumbents. Both geographic and industry specific data are broken out by for-profit and not-for-profit categories. In addition, all organization (combining for-profit and not-for-profit) data is only provided at the national level. (Data effective January 2011.)
TWHCP	Towers Watson: Survey Report on Health Care Clinical and Professional Compensation.	This two-volume report covers 173 non-management positions. Salary data was provided by 368 health care organizations representing 652,352 incumbents. The data is reported for national, regional, and metropolitan delineations, as well as by health care industry classification. (Data effective January 2011.)
TWHEM	Towers Watson: Survey Report on Health Care Executive and Management Personnel Compensation.	This report covers 145 executive and management positions. Salary data was provided by 348 health care organizations representing 23,450 incumbents. The data is reported on a national and regional basis by Total FTE Employment, Number of Beds, and Operating Revenue, as well as by health care industry classification. (Data effective March 2011.)

Identifying Survey Scopes

As benchmarks are selected, appropriate scope factors are identified for each of them. The scope reflects the organizational size (revenues, number of employees, assets, FTEs, etc.), industry, or geographic locations for each benchmark. In some instances, the scope may also reflect the individual job (purchasing volume, district sales, regional sales, production volume, etc.).

These scope measures should define the relevant comparator organizations, based on the company's compensation objectives. To ensure reliable market data, benchmarks should be consistent with both the job content and the scope of the survey. For the purpose of this report, National/All Reported data was used.

Collecting and Updating the Market Data

It is common to use multiple data sources whenever possible. Because effective dates of market data vary according to the survey, all data has been statistically updated to a common date of January 1, 2013. The annual adjustment percentage used, 1.7%, is based on the *2011 and 2012 Salary Increase Survey* conducted by Aon Hewitt. The number used is specific to the government sector.

Determining the Estimated Market Value (EMV)

The estimated market value (EMV) is a numerical average of the reported survey data. The EMV is the single number that represents the market value of a job. Because multiple survey sources and scoping measures have been used for each market job, we have collected a range of market information for each job. This range of data, which should be relatively narrow, has been consolidated into a single value—the EMV. The EMV was adjusted -5% to reflect the Des Moines, Iowa labor market. This factor is based on data collected from Economic Research Institute's Geographic Assessor.

Glossary of Terms

Aging—The process by which compensation survey data with a specific effective date are updated to reflect a common point in time. Pay data for compensation survey jobs are updated using an annual percentage rate assumption based on general compensation trends in the labor market. Generally survey data are updated to some point in the future when the pay data will actually be used for salary structure implementation and pay analysis.

Base Pay—Fixed compensation for performing specific job duties and responsibilities, typically paid as a salary, hourly or piece rate. Base pay does not include payments that vary from year to year (variable pay), such as bonuses, commissions, or incentives.

Benchmark Job—A job that is tied to a similar job in a compensation survey. Benchmark jobs are the cornerstone of market-based pay structures. A job cannot match on title alone; a job should match 70% of the duties and responsibilities of a similar job in a compensation survey to be considered a Benchmark Job.

Bonus—Payment that may be either discretionary or nondiscretionary based on the performance of an individual, team, unit, division, or the entire workforce.

Cost of Labor—A measure of how pay expectations differ between two locations (or a location and the regional or national average) for similar jobs or salary levels. Cost of Labor differs from Cost of Living in that Cost of Labor is a measure of pay for a job; Cost of Living is a measure of how expensive (or inexpensive) it is to live somewhere as compared to regional or national average. Although Cost of Labor and Cost of Living are somewhat related, they are not directly correlated.

EMV (Estimated Market Value)—The value of a benchmark job as determined by one or several matches in compensation surveys. The EMV provides a close approximation of the value of the job in the external market. The median pay for a job is used to determine EMV.

External Market—Companies that have jobs similar to State of Iowa. State of Iowa recruits from a wide array of competitors, so depending on the job, the external market may vary.

Geographic Differential—An up or down adjustment applied to a compensation structure to account for differences in cost of labor between locations. See **Cost of Labor**.

Incumbent—The person who is currently in a job.

Incentive Pay—Pay directly tied to the achievement of performance goals and objectives. Incentives differ from bonuses in that performance goals are generally determined at the beginning of the performance measurement period and payment for the achievement of these performance goals is predetermined.

Internal Equity—The concept that jobs' hierarchy must reflect the unique the needs of the organization and not just the external market. Within and across the organization, similar jobs (with regard to knowledge and skill, impact, and contribution) should be paid similarly.

Job Description—A written document that details the job's purpose, official title and code, duties and responsibilities, preferred and required education, certification, or experience qualifications; and reporting relationships.

Job Evaluation—The process by which pay differences for jobs within a company are established. This includes comparison, external market forces, internal forces, and measurement.

Market Adjustment—A salary adjustment an employee may receive to ensure competitiveness with the external market.

Market Pricing—The process by which jobs in a company are compared to compensation surveys and assigned Estimated Market Values (EMVs). A job's scope of responsibility, accountability, and knowledge, skills, and abilities required are all used when market pricing. Jobs that have been market priced are known as "Benchmark Jobs".

Median—In salary surveys, the value that represents the middle of the reported employees. Half of reported employees have higher salaries and half have lower salaries than the median. See also **Percentiles**.

Nonbenchmark Job— A job that cannot be matched to a similar job in a compensation survey. Nonbenchmark jobs may need to be slotted into a structure. See also **Whole Job Slotting**.

Percentiles (25th, 50th, and 75th)—In salary surveys, the value that represents various salary points in the sample of reported employees.

- 25th percentile—25% of reported incumbents have salaries below and 75% have salaries above this point.
- 50th percentile—50% of reported incumbents have salaries below and 50% have salaries above this point. Also called the **median**.
- 75th percentile—75% of reported incumbents have salaries below and 25% have salaries above this point.

Promotion—A role change of an employee from one job to another job in the same or a different level. A promotion may warrant an increase in pay.

Range Penetration—A measure of where pay (either market or incumbent) falls relative to a pay range, calculated as:

$$(\text{Pay} - \text{Range Minimum}) / (\text{Range Maximum} - \text{Range Minimum})$$

- Where penetration is <0% (negative), pay is below the range;
- Where penetration is >100%, pay is above range;
- Where penetration is between 0% and 100%, pay is within the range.

Scope (Scoping Measures)—The description of a particular group of companies within a salary survey. Because many salary surveys gather salary data from a wide variety of companies, “scope” refers to the characteristics of a particular subset of those companies so that salary trends within particular industries (education, services, manufacturing, etc.), company sizes (by revenues, full time employees, etc.), and/or geographic locations (national, regional, local, etc.) can be identified and summarized as the “labor market”.

Targeted Pay—The position at which a company intends to implement its competitive pay practices. A company targeting the 50th percentile intends to pay its employees better than half of the other employers with whom it competes for talent. A company targeting the 75th percentile intends to pay its employees better than three-quarters of the other employers with whom it competes for talent.

Total Cash Compensation—The total amount of cash received by a person for performing the duties and responsibilities of a job. This includes base pay and incentives paid, but does not include the value of benefits offered.

Total Compensation—The total remuneration received by a person for performing the duties and responsibilities of a job. This includes base pay, incentives paid, and the value of benefits received. This does not include the value of tangible or intangible elements of compensation, such as training and development opportunities, work-life opportunities, time off with pay, etc.

Total Rewards—The total amount received for performing the duties and responsibilities of a job. This includes base pay, incentives paid, the value of benefits received, the value of tangible or intangible elements of compensation, training and development opportunities, career opportunities, work-life opportunities, time off with pay, etc.

Whole Job Slotting—The process by which jobs that do not have matches to compensation surveys, or nonbenchmark jobs, are assigned a pay grade. Nonbenchmark jobs are slotted into a pay grade by comparing to similar jobs in the company and determining their relative position in the compensation structure.

Exhibit 1: Market Range Penetration Detail

The following table lists the market range penetration of State of Iowa's benchmark jobs alphabetical order by title.

Exhibit 1: Market Range Penetration Detail

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
ACCOUNTANT 2	00311	\$51,400	\$41,870	\$63,627	44%	
ACCOUNTING CLERK 2	00306	34,500	28,517	41,538	46%	
ACCOUNTING TECHNICIAN 2	00292	40,600	32,573	47,715	53%	
ADMIN ASSISTANT 1	00708	35,200	34,008	50,024	7%	
ADMIN ASSISTANT 2	00709	42,500	39,166	57,574	18%	
ADMIN ASSISTANT 3 (Economic Development)	94913	55,900	44,533	67,808	49%	
ADMIN ASSISTANT 4 (Economic Development)	94914	71,400	47,986	74,443	88%	
ADMIN ASSISTANT 5 (Economic Development)	94923	82,400	55,598	85,696	89%	
ADMIN CONSULTANT VOC REHAB 2	31515	86,400	104,978	149,240	-42%	Range is above market
ADMIN CONSULTANT VOC REHAB 3	31516	187,400	117,707	167,232	141%	Range is below market
AIRPORT FIREFIGHTER	07130	44,400	37,107	54,995	41%	
ASST ATTORNEY GENERAL 1	45007	70,900	46,634	70,949	100%	
ASST ATTORNEY GENERAL 3	45009	134,600	79,186	112,715	165%	Range is below market
ASST AUDITOR 1	94584	47,000	40,643	61,755	30%	
ASST AUDITOR 2	94585	58,500	46,634	70,949	49%	
BANK EXAMINER	00406	64,900	39,229	107,474	38%	
CHILD SUPPORT RECOVERY OFFICER	03345	39,900	38,542	56,451	8%	
CHILD SUPPORT RECOVERY SUPV	03346	55,400	47,986	74,443	28%	
CLERK-ADVANCED	00017	34,300	25,210	35,880	85%	
CLERK-SPECIALIST	00018	41,600	29,661	43,514	86%	
COMMUNITY HEALTH CONSULTANT	02060	61,400	47,986	74,443	51%	
CONSERVATION OFFICER	05355	46,600	46,571	69,950	0%	
CONSTRUCTION TECHNICIAN	04320	54,200	39,166	57,574	82%	



Exhibit 1: Market Range Penetration Detail

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
CONSTRUCTION TECHNICIAN SR	04321	\$68,500	\$41,870	\$63,627	122%	Range is below market
CORRECTIONAL COUNSELOR	86419	50,700	45,178	68,515	24%	
CORRECTIONAL FOOD SERVICE COORD	87237	36,600	39,166	57,574	-14%	Range is above market
CORRECTIONAL OFFICER	86406	34,600	37,107	54,995	-14%	Range is above market
CORRECTIONAL SUPERVISOR 1	86410	46,600	42,515	64,418	19%	
CORRECTIONAL SUPERVISOR 2	86411	50,700	46,634	70,949	17%	
CORRECTIONAL TRADES LEADER	88018	48,400	42,120	54,995	49%	
CUSTODIAL WORKER	07005	23,600	24,170	34,216	-6%	Range is above market
DRIVER LICENSE SUPERVISOR 2	06304	61,600	42,515	64,418	87%	
DRIVERS LICENSE CLERK-SENIOR	06299	34,300	32,573	47,715	11%	
EDUCATION PROGRAM CONSULTANT	01071	56,600	52,936	81,848	13%	
EDUCATOR	01015	50,600	39,229	64,418	45%	
ENGINEERING TECHNICIAN SR	04323	63,000	48,027	73,091	60%	
ENVIRONMENTAL ENGINEER	04514	55,400	47,986	74,443	28%	
ENVIRONMENTAL ENGINEER SENIOR	04522	64,200	58,386	89,877	18%	
ENVIRONMENTAL PROGRAM SUPV	04516	70,300	58,386	89,877	38%	
ENVIRONMENTAL SPECIALIST	04513	46,400	43,139	65,062	15%	
ENVIRONMENTAL SPECIALIST SENIOR	04519	60,700	48,734	75,192	45%	
EQUIPMENT OPERATOR SENIOR	08113	-	35,547	52,458	-	
EXEC OFF 1	00710	-	48,027	73,091	-	
EXEC OFF 2	00711	-	54,517	84,302	-	
EXEC SECRETARY	15005	49,900	42,515	64,418	34%	
FIRE INSPECTOR 1	14809	-	41,725	62,587	-	
FIRE INSPECTOR 2	14810	52,100	45,302	68,099	30%	
FOOD SERVICE WORKER	07200	-	24,170	34,216	-	
HEALTH FACILITIES SURVEYOR	04538	56,100	51,979	80,475	14%	
HIGHWAY MAINTENANCE SUPV	08117	63,000	50,461	78,104	45%	
HIGHWAY TECHNICIAN	08122	-	35,547	52,458	-	



Exhibit 1: Market Range Penetration Detail

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
HIGHWAY TECHNICIAN ASSOCIATE	08121	-	\$32,573	\$47,715	-	
HIGHWAY TECHNICIAN SENIOR	08123	-	39,166	57,574	-	
HR PROFESSIONAL 2	00757	\$64,800	46,634	81,848	52%	
HR TECHNICAL ASST	00770	40,100	27,685	46,322	67%	
HUMAN RESOURCES ASSOCIATE	00772	44,200	38,022	55,890	35%	
INCOME MAINT SUPERVISOR	03161	51,000	46,634	70,949	18%	
INCOME MAINT WORKER 2	03089	33,300	38,542	56,451	-29%	Range is above market
INFO TECH ADMIN 2	00127	101,400	72,093	102,606	96%	
INFO TECH SPECIALIST 2	00119	47,900	41,870	63,627	28%	
INFO TECH SPECIALIST 3	00120	51,400	48,027	73,091	13%	
INFO TECH SPECIALIST 4	00121	69,800	54,517	84,302	51%	
INFO TECH SPECIALIST 5	00122	83,400	63,149	97,115	60%	
LICENSED PRACTICAL NURSE	02002	39,200	41,870	63,627	-12%	Range is above market
LIEUTENANT	16040	75,400	55,598	85,696	66%	
MAINTENANCE REPAIRER	08016	37,600	35,318	45,490	22%	
MANAGEMENT ANALYST 3	00736	61,900	49,442	76,690	46%	
MECHANIC	08375	43,800	40,352	52,458	28%	
MOTOR VEHICLE OFFICER	86360	38,600	40,414	60,445	-9%	Range is above market
NATURAL RESOURCES BIOLOGIST	05340	48,400	45,178	68,515	14%	
NATURAL RESOURCES TECHNICIAN 1	05301	40,300	32,573	47,715	51%	
NATURAL RESOURCES TECHNICIAN 2	05331	40,700	37,107	54,995	20%	
NURSE CLINICIAN	02021	86,700	51,979	80,475	122%	Range is below market
NURSE SUPERVISOR 1	02023	69,400	50,461	78,104	69%	
NURSE SUPERVISOR 2	02022	89,500	55,598	85,696	113%	Range is below market
PHYSICIAN	15186	162,600	91,146	243,381	47%	
PROGRAM PLANNER 2	04022	51,000	41,870	63,627	42%	
PROGRAM PLANNER 3	04023	-	48,027	73,091	-	
PSYCHIATRIC SECURITY SPECIALIST	03220	28,100	37,107	54,995	-50%	Range is above market



Exhibit 1: Market Range Penetration Detail

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
PUBLIC DEFENDER 2	00634	\$70,900	\$60,154	\$92,581	33%	
PUBLIC SERVICE EXECUTIVE 1	00781	58,300	46,634	70,949	48%	
PUBLIC SERVICE EXECUTIVE 2	00782	-	52,936	81,848	-	
PUBLIC SERVICE EXECUTIVE 3	00784	71,000	61,298	94,266	29%	
PUBLIC SERVICE EXECUTIVE 4	00786	-	75,504	107,474	-	
PUBLIC SERVICE EXECUTIVE 5	00787	101,100	86,986	123,718	38%	
PUBLIC SERVICE EXECUTIVE 6	00788	-	95,534	135,845	-	
PUBLIC SERVICE SUPERVISOR 3	00780	-	42,515	64,418	-	
REGISTERED NURSE	02020	60,900	49,442	76,690	42%	
REHABILITATION COUNSELOR	02569	42,800	45,178	68,515	-10%	Range is above market
REHABILITATION SUPERVISOR	02573	59,800	55,598	85,696	14%	
RESIDENT TREATMENT SUPERVISOR	03203	-	38,022	55,890	-	
RESIDENT TREATMENT WORKER	03201	25,400	31,117	45,490	-40%	Range is above market
REVENUE EXAMINER 2	00351	49,700	40,414	60,445	46%	
SECRETARY 1	00025	31,000	28,517	41,538	19%	
SECRETARY 2	00026	37,900	32,573	47,715	35%	
SENIOR CORRECTIONAL OFFICER	86409	-	40,414	60,445	-	
SENIOR SVC SPEC FOR THE BLIND 1	41151	-	44,533	67,808	-	
SERGEANT	16030	70,700	50,461	78,104	73%	
SOCIAL WORK ADMINISTRATOR	03037	-	55,598	85,696	-	
SOCIAL WORK SUPERVISOR	03025	-	47,986	74,443	-	
SOCIAL WORKER 2	03011	44,300	39,853	59,259	23%	
SOCIAL WORKER 3	03016	51,200	43,139	65,062	37%	
SPECIAL AGENT 1	10100	-	43,389	65,146	-	
SPECIAL AGENT 2	10170	55,800	52,790	79,352	11%	
SPECIAL AGENT IN CHARGE	10188	76,100	61,298	94,266	45%	
TRAINING SPECIALIST 1	00763	43,600	34,486	64,418	30%	
TRAINING SPECIALIST 2	00768	56,200	47,986	74,443	31%	



Exhibit 1: Market Range Penetration Detail

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
TRANSPORTATION ENG SPECIALIST	04244	\$61,600	\$61,298	\$94,266	1%	
TRANSPORTATION ENGINEER	04243	71,100	52,936	81,848	63%	
TRANSPORTATION ENGINEER EXEC	04249	98,600	83,013	118,144	44%	
TRANSPORTATION ENGINEER INTERN	04219	51,700	40,643	70,949	36%	
TRANSPORTATION ENGINEER MGR	04247	77,500	61,298	94,266	49%	
TRANSPORTATION PLANNER 2	04051	-	50,461	78,104	-	
TREATMENT PROGRAM MANAGER	03232	-	44,533	67,808	-	
TREATMENT SERVICES DIRECTOR	03235	91,200	50,461	78,104	147%	Range is below market
TROOPER 2 / 3	16000/ 16005	50,900	47,133	72,301	15%	
TYPIST-ADVANCED	00013	-	26,250	37,835	-	
WORKFORCE ADVISOR	00807	34,700	39,166	57,574	-24%	Range is above market
WORKFORCE DEVELOPMENT MANAGER	00815	80,900	47,986	74,443	124%	Range is below market
YOUTH SERVICES WORKER	03040	-	31,117	45,490	-	

Exhibit 1G: Market Range Penetration Detail for State Government Market

The following table lists the market range penetration of State of Iowa's benchmark jobs when looking at state government employers only. Because these market values represent state government employers only, the market data are not adjusted for the Des Moines market. Data are aged to January 2013.

Exhibit 1G: Market Range Penetration Detail for State Government Market

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
ACCOUNTANT 2	00311	\$44,415	\$41,870	\$63,627	12%	
BANK EXAMINER	00406	53,404	39,229	107,474	21%	
CHILD SUPPORT RECOVERY OFFICER	03345	35,683	38,542	56,451	-16%	Range is above market
COMMUNITY HEALTH CONSULTANT	02060	42,165	47,986	74,443	-22%	Range is above market
CONSERVATION OFFICER	05355	46,662	46,571	69,950	0%	
CORRECTIONAL COUNSELOR	86419	45,081	45,178	68,515	0%	Range is above market
CORRECTIONAL OFFICER	86406	32,672	37,107	54,995	-25%	Range is above market
CORRECTIONAL SUPERVISOR 1	86410	41,495	42,515	64,418	-5%	Range is above market
CORRECTIONAL SUPERVISOR 2	86411	53,409	46,634	70,949	28%	
CUSTODIAL WORKER	07005	23,134	24,170	34,216	-10%	Range is above market
EDUCATION PROGRAM CONSULTANT	01071	59,591	52,936	81,848	23%	
EDUCATOR	01015	53,212	39,229	64,418	56%	
ENVIRONMENTAL ENGINEER	04514	61,936	47,986	74,443	53%	
ENVIRONMENTAL SPECIALIST	04513	47,631	43,139	65,062	20%	
HEALTH FACILITIES SURVEYOR	04538	50,878	51,979	80,475	-4%	Range is above market
HR PROFESSIONAL 2	00757	55,585	46,634	81,848	25%	
INCOME MAINT WORKER 2	03089	35,031	38,542	56,451	-20%	Range is above market
INFO TECH SPECIALIST 3	00120	53,539	48,027	73,091	22%	
INFO TECH SPECIALIST 5	00122	63,161	63,149	97,115	0%	
LICENSED PRACTICAL NURSE	02002	37,062	41,870	63,627	-22%	Range is above market
LIEUTENANT	16040	78,634	55,598	85,696	77%	
MAINTENANCE REPAIRER	08016	32,182	35,318	45,490	-31%	Range is above market



Exhibit 1G: Market Range Penetration Detail for State Government Market

Job Title	Class Code	Median Market Base Salary	Pay Range Minimum	Pay Range Maximum	Market Range Penetration	Comments and Observations
MANAGEMENT ANALYST 3	00736	51,140	49,442	76,690	6%	
MECHANIC	08375	\$37,053	\$40,352	\$52,458	-27%	Range is above market
MOTOR VEHICLE OFFICER	86360	40,684	40,414	60,445	1%	
NATURAL RESOURCES BIOLOGIST	05340	48,898	45,178	68,515	16%	
NURSE SUPERVISOR 1	02023	65,347	50,461	78,104	54%	
PHYSICIAN	15186	158,576	91,146	243,381	44%	
PROGRAM PLANNER 2	04022	52,871	41,870	63,627	51%	
PSYCHIATRIC SECURITY SPECIALIST	03220	29,960	37,107	54,995	-40%	Range is above market
PUBLIC SERVICE EXECUTIVE 3	00784	65,515	61,298	94,266	13%	
REGISTERED NURSE	02020	53,709	49,442	76,690	16%	
REHABILITATION COUNSELOR	02569	45,045	45,178	68,515	-1%	Range is above market
REHABILITATION SUPERVISOR	02573	62,989	55,598	85,696	25%	
RESIDENT TREATMENT WORKER	03201	26,713	31,117	45,490	-31%	Range is above market
REVENUE EXAMINER 2	00351	31,120	40,414	60,445	-46%	Range is above market
SECRETARY 1	00025	28,811	28,517	41,538	2%	
SERGEANT	16030	68,849	50,461	78,104	67%	
SOCIAL WORKER 2	03011	43,115	39,853	59,259	17%	
SPECIAL AGENT 2	10170	51,220	52,790	79,352	-6%	Range is above market
TRAINING SPECIALIST 1	00763	45,900	34,486	64,418	38%	
TRANSPORTATION ENGINEER	04243	64,206	52,936	81,848	39%	
TRANSPORTATION ENGINEER INTERN	04219	48,269	40,643	70,949	25%	
TROOPER 2 / 3	16000/ 16005	51,478	47,133	72,301	17%	
WORKFORCE ADVISOR	00807	36,502	39,166	57,574	-14%	Range is above market
WORKFORCE DEVELOPMENT MANAGER	00815	52,832	47,986	74,443	18%	

Exhibit 2: State of Iowa Base Pay Compared to Market Base Pay Detail

The following table lists the State of Iowa's average base pay compared to market estimated value in alphabetical order by title. Jobs that are significantly above (>20%) or below (<20%) market when looking at actual base pay are flagged.

Exhibit 2: State of Iowa Base Pay Compared to Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
ACCOUNTANT 2	00311	\$58,832	\$51,400	14%	
ACCOUNTING CLERK 2	00306	37,451	34,500	9%	
ACCOUNTING TECHNICIAN 2	00292	44,437	40,600	9%	
ADMIN ASSISTANT 1	00708	46,136	35,200	31%	Significantly above market
ADMIN ASSISTANT 2	00709	54,051	42,500	27%	Significantly above market
ADMIN ASSISTANT 3 (Economic Development)	94913	52,742	55,900	-6%	
ADMIN ASSISTANT 4 (Economic Development)	94914	60,723	71,400	-15%	
ADMIN ASSISTANT 5 (Economic Development)	94923	73,002	82,400	-11%	
ADMIN CONSULTANT VOC REHAB 2	31515	134,292	86,400	55%	Significantly above market
ADMIN CONSULTANT VOC REHAB 3	31516	164,441	187,400	-12%	
AIRPORT FIREFIGHTER	07130	48,732	44,400	10%	
ASST ATTORNEY GENERAL 1	45007	64,901	70,900	-8%	
ASST ATTORNEY GENERAL 3	45009	106,781	134,600	-21%	Significantly below market
ASST AUDITOR 1	94584	43,347	47,000	-8%	
ASST AUDITOR 2	94585	48,233	58,500	-18%	
BANK EXAMINER	00406	73,383	64,900	13%	
CHILD SUPPORT RECOVERY OFFICER	03345	52,252	39,900	31%	Significantly above market
CHILD SUPPORT RECOVERY SUPV	03346	67,771	55,400	22%	Significantly above market
CLERK-ADVANCED	00017	31,661	34,300	-8%	
CLERK-SPECIALIST	00018	40,536	41,600	-3%	
COMMUNITY HEALTH CONSULTANT	02060	65,838	61,400	7%	
CONSERVATION OFFICER	05355	61,115	46,600	31%	Significantly above market
CONSTRUCTION TECHNICIAN	04320	56,298	54,200	4%	



Exhibit 2: State of Iowa Base Pay Compared to Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
CONSTRUCTION TECHNICIAN SR	04321	\$62,380	\$68,500	-9%	
CORRECTIONAL COUNSELOR	86419	64,796	50,700	28%	Significantly above market
CORRECTIONAL FOOD SERVICE COORD	87237	54,142	36,600	48%	Significantly above market
CORRECTIONAL OFFICER	86406	50,410	34,600	46%	Significantly above market
CORRECTIONAL SUPERVISOR 1	86410	63,879	46,600	37%	Significantly above market
CORRECTIONAL SUPERVISOR 2	86411	69,413	50,700	37%	Significantly above market
CORRECTIONAL TRADES LEADER	88018	53,526	48,400	11%	
CUSTODIAL WORKER	07005	31,411	23,600	33%	Significantly above market
DRIVER LICENSE SUPERVISOR 2	06304	64,418	61,600	5%	
DRIVERS LICENSE CLERK-SENIOR	06299	42,311	34,300	23%	Significantly above market
EDUCATION PROGRAM CONSULTANT	01071	76,872	56,600	36%	Significantly above market
EDUCATOR	01015	53,092	50,600	4.9%	
ENGINEERING TECHNICIAN SR	04323	70,219	63,000	11%	
ENVIRONMENTAL ENGINEER	04514	69,660	55,400	26%	Significantly above market
ENVIRONMENTAL ENGINEER SENIOR	04522	86,586	64,200	35%	Significantly above market
ENVIRONMENTAL PROGRAM SUPV	04516	85,614	70,300	22%	Significantly above market
ENVIRONMENTAL SPECIALIST	04513	60,024	46,400	29%	Significantly above market
ENVIRONMENTAL SPECIALIST SENIOR	04519	72,900	60,700	20%	Significantly above market
EQUIPMENT OPERATOR SENIOR	08113	50,303	-	-	
EXEC OFF 1	00710	68,397	-	-	
EXEC OFF 2	00711	79,049	-	-	
EXEC SECRETARY	15005	59,528	49,900	19%	
FIRE INSPECTOR 1	14809	-	-	-	
FIRE INSPECTOR 2	14810	63,993	52,100	23%	Significantly above market
FOOD SERVICE WORKER	07200	31,113	-	-	
HEALTH FACILITIES SURVEYOR	04538	71,929	56,100	28%	Significantly above market
HIGHWAY MAINTENANCE SUPV	08117	70,904	63,000	13%	
HIGHWAY TECHNICIAN	08122	48,109	-	-	



Exhibit 2: State of Iowa Base Pay Compared to Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
HIGHWAY TECHNICIAN ASSOCIATE	08121	\$44,641	-	-	
HIGHWAY TECHNICIAN SENIOR	08123	49,794	-	-	
HR PROFESSIONAL 2	00757	73,612	\$64,800	14%	
HR TECHNICAL ASST	00770	42,375	40,100	6%	
HUMAN RESOURCES ASSOCIATE	00772	53,505	44,200	21%	Significantly above market
INCOME MAINT SUPERVISOR	03161	65,975	51,000	29%	Significantly above market
INCOME MAINT WORKER 2	03089	51,895	33,300	56%	Significantly above market
INFO TECH ADMIN 2	00127	99,770	101,400	-2%	
INFO TECH SPECIALIST 2	00119	58,715	47,900	23%	Significantly above market
INFO TECH SPECIALIST 3	00120	67,073	51,400	30%	Significantly above market
INFO TECH SPECIALIST 4	00121	80,718	69,800	16%	
INFO TECH SPECIALIST 5	00122	95,636	83,400	15%	
LICENSED PRACTICAL NURSE	02002	53,341	39,200	36%	Significantly above market
LIEUTENANT	16040	85,696	75,400	14%	
MAINTENANCE REPAIRER	08016	43,417	37,600	15%	
MANAGEMENT ANALYST 3	00736	69,504	61,900	12%	
MECHANIC	08375	49,667	43,800	13%	
MOTOR VEHICLE OFFICER	86360	50,830	38,600	32%	Significantly above market
NATURAL RESOURCES BIOLOGIST	05340	65,347	48,400	35%	Significantly above market
NATURAL RESOURCES TECHNICIAN 1	05301	41,747	40,300	4%	
NATURAL RESOURCES TECHNICIAN 2	05331	52,529	40,700	29%	Significantly above market
NURSE CLINICIAN	02021	76,651	86,700	-12%	
NURSE SUPERVISOR 1	02023	73,110	69,400	5%	
NURSE SUPERVISOR 2	02022	84,052	89,500	-6%	
PHYSICIAN	15186	205,708	162,600	27%	Significantly above market
PROGRAM PLANNER 2	04022	59,079	51,000	16%	
PROGRAM PLANNER 3	04023	67,722	-	-	
PSYCHIATRIC SECURITY SPECIALIST	03220	48,537	28,100	73%	Significantly above market



Exhibit 2: State of Iowa Base Pay Compared to Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
PUBLIC DEFENDER 2	00634	\$81,616	\$70,900	15%	
PUBLIC SERVICE EXECUTIVE 1	00781	66,261	58,300	14%	
PUBLIC SERVICE EXECUTIVE 2	00782	76,186	-	-	
PUBLIC SERVICE EXECUTIVE 3	00784	89,204	71,000	26%	Significantly above market
PUBLIC SERVICE EXECUTIVE 4	00786	102,064	-	-	
PUBLIC SERVICE EXECUTIVE 5	00787	118,297	101,100	17%	
PUBLIC SERVICE EXECUTIVE 6	00788	128,888	-	-	
PUBLIC SERVICE SUPERVISOR 3	00780	60,572	-	-	
REGISTERED NURSE	02020	64,349	60,900	6%	
REHABILITATION COUNSELOR	02569	62,602	42,800	46%	Significantly above market
REHABILITATION SUPERVISOR	02573	80,587	59,800	35%	Significantly above market
RESIDENT TREATMENT SUPERVISOR	03203	49,631	-	-	
RESIDENT TREATMENT WORKER	03201	41,085	25,400	62%	Significantly above market
REVENUE EXAMINER 2	00351	54,626	49,700	10%	
SECRETARY 1	00025	39,238	31,000	27%	Significantly above market
SECRETARY 2	00026	45,667	37,900	20%	Significantly above market
SENIOR CORRECTIONAL OFFICER	86409	59,273	-	-	
SENIOR SVC SPEC FOR THE BLIND 1	41151	58,829	-	-	
SERGEANT	16030	78,104	70,700	10%	
SOCIAL WORK ADMINISTRATOR	03037	80,539	-	-	
SOCIAL WORK SUPERVISOR	03025	68,799	-	-	
SOCIAL WORKER 2	03011	54,555	44,300	23%	Significantly above market
SOCIAL WORKER 3	03016	60,299	51,200	18%	
SPECIAL AGENT 1	10100	54,635	-	-	
SPECIAL AGENT 2	10170	72,163	55,800	29%	Significantly above market
SPECIAL AGENT IN CHARGE	10188	93,519	76,100	23%	Significantly above market
TRAINING SPECIALIST 1	00763	55,782	43,600	28%	Significantly above market
TRAINING SPECIALIST 2	00768	69,625	56,200	24%	Significantly above market



Exhibit 2: State of Iowa Base Pay Compared to Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
TRANSPORTATION ENG SPECIALIST	04244	\$90,523	\$61,600	47%	Significantly above market
TRANSPORTATION ENGINEER	04243	71,428	71,100	0%	
TRANSPORTATION ENGINEER EXEC	04249	116,759	98,600	18%	
TRANSPORTATION ENGINEER INTERN	04219	49,433	51,700	-4%	
TRANSPORTATION ENGINEER MGR	04247	90,899	77,500	17%	
TRANSPORTATION PLANNER 2	04051	65,518	-	-	
TREATMENT PROGRAM MANAGER	03232	58,180	-	-	
TREATMENT SERVICES DIRECTOR	03235	78,104	91,200	-14%	
TROOPER 2 / 3	16000/ 16005	63,830	50,900	25%	Significantly above market
TYPIST-ADVANCED	00013	35,598	-	-	
WORKFORCE ADVISOR	00807	52,107	34,700	50%	Significantly above market
WORKFORCE DEVELOPMENT MANAGER	00815	68,166	80,900	-16%	
YOUTH SERVICES WORKER	03040	42,566	-	-	

Exhibit 2G: State of Iowa Base Pay Compared to State Government Market Base Pay Detail

The following table lists the State of Iowa's average base pay compared to market estimated value when looking at state government employers only. Jobs that are significantly above (>20%) or below (<20%) market when looking at actual base pay are flagged. Because these market values represent state government employers only, the market data are not adjusted for the Des Moines market. Data are aged to January 2013.

Exhibit 2G: State of Iowa Base Pay Compared to State Government Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
ACCOUNTANT 2	00311	\$58,832	\$44,415	32%	Significantly above market
BANK EXAMINER	00406	73,383	53,404	37%	Significantly above market
CHILD SUPPORT RECOVERY OFFICER	03345	52,252	35,683	46%	Significantly above market
COMMUNITY HEALTH CONSULTANT	02060	65,838	42,165	56%	Significantly above market
CONSERVATION OFFICER	05355	61,115	46,662	31%	Significantly above market
CORRECTIONAL COUNSELOR	86419	64,796	45,081	44%	Significantly above market
CORRECTIONAL OFFICER	86406	50,410	32,672	54%	Significantly above market
CORRECTIONAL SUPERVISOR 1	86410	63,879	41,495	54%	Significantly above market
CORRECTIONAL SUPERVISOR 2	86411	69,413	53,409	30%	Significantly above market
CUSTODIAL WORKER	07005	31,411	23,134	36%	Significantly above market
EDUCATION PROGRAM CONSULTANT	01071	76,872	59,591	29%	Significantly above market
EDUCATOR	01015	53,092	53,212	0%	
ENVIRONMENTAL ENGINEER	04514	69,660	61,936	12%	
ENVIRONMENTAL SPECIALIST	04513	60,024	47,631	26%	Significantly above market
HEALTH FACILITIES SURVEYOR	04538	71,929	50,878	41%	Significantly above market
HR PROFESSIONAL 2	00757	73,612	55,585	32%	Significantly above market
INCOME MAINT WORKER 2	03089	51,895	35,031	48%	Significantly above market
INFO TECH SPECIALIST 3	00120	67,073	53,539	25%	Significantly above market
INFO TECH SPECIALIST 5	00122	95,636	63,161	51%	Significantly above market
LICENSED PRACTICAL NURSE	02002	53,341	37,062	44%	Significantly above market



Exhibit 2G: State of Iowa Base Pay Compared to State Government Market Base Pay Detail

Job Title	Class Code	Average Actual Base Pay	Median Market Base Salary	Variance to Market	Comments and Observations
LIEUTENANT	16040	\$85,696	\$78,634	9%	
MAINTENANCE REPAIRER	08016	43,417	32,182	35%	Significantly above market
MANAGEMENT ANALYST 3	00736	69,504	51,140	36%	Significantly above market
MECHANIC	08375	49,667	37,053	34%	Significantly above market
MOTOR VEHICLE OFFICER	86360	50,830	40,684	25%	Significantly above market
NATURAL RESOURCES BIOLOGIST	05340	65,347	48,898	34%	Significantly above market
NURSE SUPERVISOR 1	02023	73,110	65,347	12%	
PHYSICIAN	15186	205,708	158,576	30%	Significantly above market
PROGRAM PLANNER 2	04022	59,079	52,871	12%	
PSYCHIATRIC SECURITY SPECIALIST	03220	48,537	29,960	62%	Significantly above market
PUBLIC SERVICE EXECUTIVE 3	00784	89,204	65,515	36%	Significantly above market
REGISTERED NURSE	02020	64,349	53,709	20%	Significantly above market
REHABILITATION COUNSELOR	02569	62,602	45,045	39%	Significantly above market
REHABILITATION SUPERVISOR	02573	80,587	62,989	28%	Significantly above market
RESIDENT TREATMENT WORKER	03201	41,085	26,713	54%	Significantly above market
REVENUE EXAMINER 2	00351	54,626	31,120	76%	Significantly above market
SECRETARY 1	00025	39,238	28,811	36%	Significantly above market
SERGEANT	16030	78,104	68,849	13%	
SOCIAL WORKER 2	03011	54,555	43,115	27%	Significantly above market
SPECIAL AGENT 2	10170	72,163	51,220	41%	Significantly above market
TRAINING SPECIALIST 1	00763	55,782	45,900	22%	Significantly above market
TRANSPORTATION ENGINEER	04243	71,428	64,206	11%	
TRANSPORTATION ENGINEER INTERN	04219	49,433	48,269	2%	
TROOPER 2 / 3	16000/ 16005	63,830	51,478	24%	Significantly above market
WORKFORCE ADVISOR	00807	52,107	36,502	43%	Significantly above market
WORKFORCE DEVELOPMENT MANAGER	00815	68,166	52,832	29%	Significantly above market

Exhibit 3: State of Iowa Total Compensation Comparison Detail

The following table lists the State of Iowa's total compensation compared to market total cash in alphabetical order by title.

Exhibit 3: State of Iowa Total Compensation Comparison Detail

Job Title	Class Code	State of Iowa			Market			Variance	Comments & Observations
		Average Actual Base Pay	Estimated Benefits Value	Total Comp	Median Market Total Cash	Estimated Benefits Value	Total Comp		
ACCOUNTANT 2	00311	\$58,832	\$21,635	\$80,467	\$58,400	\$19,033	\$77,433	4%	
ACCOUNTING CLERK 2	00306	37,451	20,245	57,696	34,500	17,394	51,894	11%	
ACCOUNTING TECHNICIAN 2	00292	44,437	20,699	65,136	40,800	17,985	58,785	11%	
ADMIN ASSISTANT 1	00708	46,136	20,810	66,946	35,400	17,461	52,861	27%	Significantly above market
ADMIN ASSISTANT 2	00709	54,051	21,324	75,375	43,400	18,170	61,570	22%	Significantly above market
ADMIN ASSISTANT 3 (Economic Development)	94913	52,742	21,239	73,981	58,100	19,469	77,569	-5%	
ADMIN ASSISTANT 4 (Economic Development)	94914	60,723	21,758	82,481	73,900	20,973	94,873	-13%	
ADMIN ASSISTANT 5 (Economic Development)	94923	73,002	22,556	95,558	87,500	22,040	109,540	-13%	
ADMIN CONSULTANT VOC REHAB 2	31515	134,292	26,540	160,832	88,500	22,428	110,928	45%	Significantly above market
ADMIN CONSULTANT VOC REHAB 3	31516	164,441	28,500	192,941	197,200	32,225	229,425	-16%	
AIRPORT FIREFIGHTER	07130	48,732	20,979	69,710	-	18,354	62,754	11%	
ASST ATTORNEY GENERAL 1	45007	64,901	22,030	86,931	76,000	20,924	96,924	-10%	
ASST ATTORNEY GENERAL 3	45009	106,781	24,752	131,533	162,200	27,103	189,303	-31%	Significantly below market
ASST AUDITOR 1	94584	43,347	20,629	63,976	48,400	18,606	67,006	-5%	
ASST AUDITOR 2	94585	48,233	20,946	69,179	60,200	19,722	79,922	-13%	
BANK EXAMINER	00406	73,383	22,581	95,964	73,800	20,342	94,142	2%	
CHILD SUPPORT RECOVERY OFFICER	03345	52,252	21,207	73,459	48,100	17,917	66,017	11%	



Exhibit 3: State of Iowa Total Compensation Comparison Detail

Job Title	Class Code	State of Iowa			Market		Variance	Comments & Observations
		Average Actual Base Pay	Estimated Benefits Value	Total Comp	Median Market Total Cash	Estimated Benefits Value	Total Comp	
CHILD SUPPORT RECOVERY SUPV	03346	\$67,771	\$22,216	\$89,987	\$57,900	\$19,421	\$77,321	16%
CLERK-ADVANCED	00017	31,661	19,869	51,530	34,700	17,374	52,074	-1%
CLERK-SPECIALIST	00018	40,536	20,446	60,981	41,800	18,082	59,882	2%
COMMUNITY HEALTH CONSULTANT	02060	65,838	22,090	87,929	72,200	20,003	92,203	-5%
CONSERVATION OFFICER	05355	61,115	21,783	82,898	-	18,567	65,167	27% Significantly above market
CONSTRUCTION TECHNICIAN	04320	56,298	21,470	77,768	54,400	19,304	73,704	6%
CONSTRUCTION TECHNICIAN SR	04321	62,380	21,866	84,246	68,800	20,692	89,492	-6%
CORRECTIONAL COUNSELOR	86419	64,796	22,023	86,819	52,600	18,965	71,565	21% Significantly above market
CORRECTIONAL FOOD SERVICE COORD	87237	54,142	21,330	75,472	37,000	17,597	54,597	38% Significantly above market
CORRECTIONAL OFFICER	86406	50,410	21,088	71,498	-	17,403	52,003	37% Significantly above market
CORRECTIONAL SUPERVISOR 1	86410	63,879	21,963	85,842	-	18,567	65,167	32% Significantly above market
CORRECTIONAL SUPERVISOR 2	86411	69,413	22,323	91,735	-	18,965	69,665	32% Significantly above market
CORRECTIONAL TRADES LEADER	88018	53,526	21,290	74,816	50,000	18,742	68,742	9%
CUSTODIAL WORKER	07005	31,411	19,853	51,264	24,500	16,336	40,836	26% Significantly above market
DRIVER LICENSE SUPERVISOR 2	06304	64,418	21,998	86,416	64,200	20,022	84,222	3%
DRIVERS LICENSE CLERK-SENIOR	06299	42,311	20,561	62,872	34,700	17,374	52,074	21% Significantly above market
EDUCATION PROGRAM CONSULTANT	01071	76,872	22,808	99,680	-	19,537	76,137	31% Significantly above market
EDUCATOR	01015	53,092	21,262	74,354	-	18,955	69,555	7%
ENGINEERING TECHNICIAN SR	04323	70,219	22,375	92,594	64,600	20,158	84,758	9%
ENVIRONMENTAL ENGINEER	04514	69,660	22,339	91,999	57,200	19,421	76,621	20% Significantly above market



Exhibit 3: State of Iowa Total Compensation Comparison Detail

Job Title	Class Code	State of Iowa			Market			Variance	Comments & Observations
		Average Actual Base Pay	Estimated Benefits Value	Total Comp	Median Market Total Cash	Estimated Benefits Value	Total Comp		
ENVIRONMENTAL ENGINEER SENIOR	04522	\$86,586	\$23,439	\$110,025	\$69,100	\$20,274	\$89,374	23%	Significantly above market
ENVIRONMENTAL PROGRAM SUPV	04516	85,614	23,376	108,990	71,700	20,866	92,566	18%	
ENVIRONMENTAL SPECIALIST	04513	60,024	21,713	81,736	47,500	18,548	66,048	24%	Significantly above market
ENVIRONMENTAL SPECIALIST SENIOR	04519	72,900	22,549	95,449	61,400	19,935	81,335	17%	
EQUIPMENT OPERATOR SENIOR	08113	50,303	21,081	71,383	-	-	-	-	
EXEC OFF 1	00710	68,397	22,257	90,654	-	-	-	-	
EXEC OFF 2	00711	79,049	22,949	101,998	-	-	-	-	
EXEC SECRETARY	15005	59,528	21,680	81,209	51,900	18,887	70,787	15%	
FIRE INSPECTOR 1	14809	-	-	-	-	-	-	-	
FIRE INSPECTOR 2	14810	63,993	21,971	85,963	-	19,101	71,201	21%	Significantly above market
FOOD SERVICE WORKER	07200	31,113	19,833	50,946	-	-	-	-	
HEALTH FACILITIES SURVEYOR	04538	71,929	22,486	94,416	67,000	19,489	86,489	9%	
HIGHWAY MAINTENANCE SUPV	08117	70,904	22,420	93,324	64,600	20,158	84,758	10%	
HIGHWAY TECHNICIAN	08122	48,109	20,938	69,047	-	-	-	-	
HIGHWAY TECHNICIAN ASSOCIATE	08121	44,641	20,713	65,354	-	-	-	-	
HIGHWAY TECHNICIAN SENIOR	08123	49,794	21,048	70,842	-	-	-	-	
HR PROFESSIONAL 2	00757	73,612	22,596	96,208	77,100	20,333	97,433	-1%	
HR TECHNICAL ASST	00770	42,375	20,565	62,940	43,400	17,937	61,337	3%	
HUMAN RESOURCES ASSOCIATE	00772	53,505	21,289	74,794	45,100	18,334	63,434	18%	
INCOME MAINT SUPERVISOR	03161	65,975	22,099	88,074	51,600	18,994	70,594	25%	Significantly above market
INCOME MAINT WORKER 2	03089	51,895	21,184	73,079	-	17,277	50,577	44%	Significantly above market
INFO TECH ADMIN 2	00127	99,770	24,296	124,066	107,700	23,883	131,583	-6%	
INFO TECH SPECIALIST 2	00119	58,715	21,627	80,342	48,400	18,693	67,093	20%	



Exhibit 3: State of Iowa Total Compensation Comparison Detail

Job Title	Class Code	State of Iowa			Market			Variance	Comments & Observations
		Average Actual Base Pay	Estimated Benefits Value	Total Comp	Median Market Total Cash	Estimated Benefits Value	Total Comp		
INFO TECH SPECIALIST 3	00120	\$67,073	\$22,171	\$89,244	\$52,800	\$19,033	\$71,833	24%	Significantly above market
INFO TECH SPECIALIST 4	00121	80,718	23,058	103,776	73,500	20,818	94,318	10%	
INFO TECH SPECIALIST 5	00122	95,636	24,027	119,663	97,800	22,137	119,937	0%	
LICENSED PRACTICAL NURSE	02002	53,341	21,278	74,619	40,600	17,849	58,449	28%	Significantly above market
LIEUTENANT	16040	85,696	23,381	109,077	-	21,361	96,761	13%	
MAINTENANCE REPAIRER	08016	43,417	20,633	64,050	44,100	17,694	61,794	4%	
MANAGEMENT ANALYST 3	00736	69,504	22,329	91,833	71,200	20,051	91,251	1%	
MECHANIC	08375	49,667	21,039	70,706	48,400	18,296	66,696	6%	
MOTOR VEHICLE OFFICER	86360	50,830	21,115	71,945	-	17,791	56,391	28%	Significantly above market
NATURAL RESOURCES BIOLOGIST	05340	65,347	22,059	87,405	50,300	18,742	69,042	27%	Significantly above market
NATURAL RESOURCES TECHNICIAN 1	05301	41,747	20,525	62,272	40,600	17,956	58,556	6%	
NATURAL RESOURCES TECHNICIAN 2	05331	52,529	21,225	73,754	41,200	17,995	59,195	25%	Significantly above market
NURSE CLINICIAN	02021	76,651	22,793	99,444	86,800	22,457	109,257	-9%	
NURSE SUPERVISOR 1	02023	73,110	22,563	95,673	73,300	20,779	94,079	2%	
NURSE SUPERVISOR 2	02022	84,052	23,274	107,326	90,400	22,729	113,129	-5%	
PHYSICIAN	15186	205,708	31,182	236,890	204,000	29,819	233,819	1%	
PROGRAM PLANNER 2	04022	59,079	21,651	80,731	53,700	18,994	72,694	11%	
PROGRAM PLANNER 3	04023	67,722	22,213	89,935	-	-	-	-	
PSYCHIATRIC SECURITY SPECIALIST	03220	48,537	20,966	69,503	-	16,773	44,873	55%	Significantly above market
PUBLIC DEFENDER 2	00634	81,616	23,116	104,732	76,000	20,924	96,924	8%	
PUBLIC SERVICE EXECUTIVE 1	00781	66,261	22,118	88,379	58,800	19,702	78,502	13%	
PUBLIC SERVICE EXECUTIVE 2	00782	76,186	22,763	98,949	-	-	-	-	
PUBLIC SERVICE EXECUTIVE 3	00784	89,204	23,609	112,813	78,300	20,934	99,234	14%	



Exhibit 3: State of Iowa Total Compensation Comparison Detail

Job Title	Class Code	State of Iowa			Market			Variance	Comments & Observations
		Average Actual Base Pay	Estimated Benefits Value	Total Comp	Median Market Total Cash	Estimated Benefits Value	Total Comp		
PUBLIC SERVICE EXECUTIVE 4	00786	\$102,064	\$24,445	\$126,509	-	-	-	-	
PUBLIC SERVICE EXECUTIVE 5	00787	118,297	25,500	143,797	\$103,600	\$23,854	\$127,454	13%	
PUBLIC SERVICE EXECUTIVE 6	00788	128,888	26,189	155,076	-	-	-	-	
PUBLIC SERVICE SUPERVISOR 3	00780	60,572	21,748	82,321	-	-	-	-	
REGISTERED NURSE	02020	64,349	21,994	86,343	64,500	19,954	84,454	2%	
REHABILITATION COUNSELOR	02569	62,602	21,880	84,482	-	18,199	60,999	38%	Significantly above market
REHABILITATION SUPERVISOR	02573	80,587	23,049	\$103,636	-	19,848	79,648	30%	Significantly above market
RESIDENT TREATMENT SUPERVISOR	03203	49,631	21,037	70,668	-	-	-	-	
RESIDENT TREATMENT WORKER	03201	41,085	20,482	61,566	25,600	16,511	42,111	46%	Significantly above market
REVENUE EXAMINER 2	00351	54,626	21,362	75,988	58,600	18,868	77,468	-2%	
SECRETARY 1	00025	39,238	20,361	59,599	32,900	17,054	49,954	19%	
SECRETARY 2	00026	45,667	20,779	66,446	38,300	17,723	56,023	19%	
SENIOR CORRECTIONAL OFFICER	86409	59,273	21,664	80,936	-	-	-	-	
SENIOR SVC SPEC FOR THE BLIND 1	41151	58,829	21,635	80,464	-	-	-	-	
SERGEANT	16030	78,104	22,888	100,992	-	20,905	91,605	10%	
SOCIAL WORK ADMINISTRATOR	03037	80,539	23,046	103,585	-	-	-	-	
SOCIAL WORK SUPERVISOR	03025	68,799	22,283	91,082	-	-	-	-	
SOCIAL WORKER 2	03011	54,555	21,357	75,912	46,800	18,344	65,144	17%	
SOCIAL WORKER 3	03016	60,299	21,730	82,029	51,200	19,013	70,213	17%	
SPECIAL AGENT 1	10100	54,635	21,362	75,997	-	-	-	-	
SPECIAL AGENT 2	10170	72,163	22,502	94,665	-	19,460	75,260	26%	Significantly above market
SPECIAL AGENT IN CHARGE	10188	93,519	23,890	117,409	-	21,429	97,529	20%	Significantly above market
TRAINING SPECIALIST 1	00763	55,782	21,437	77,219	45,000	18,276	63,276	22%	Significantly above market



Exhibit 3: State of Iowa Total Compensation Comparison Detail

Job Title	Class Code	State of Iowa			Market			Variance	Comments & Observations
		Average Actual Base Pay	Estimated Benefits Value	Total Comp	Median Market Total Cash	Estimated Benefits Value	Total Comp		
TRAINING SPECIALIST 2	00768	\$69,625	\$22,337	\$91,962	\$57,700	\$19,498	\$77,198	19%	
TRANSPORTATION ENG SPECIALIST	04244	90,523	23,695	114,218	61,800	20,022	81,822	40%	Significantly above market
TRANSPORTATION ENGINEER	04243	71,428	22,454	93,882	77,200	20,944	98,144	-4%	
TRANSPORTATION ENGINEER EXEC	04249	116,759	25,400	142,160	98,600	23,611	122,211	16%	
TRANSPORTATION ENGINEER INTERN	04219	49,433	21,024	70,457	53,500	19,062	72,562	-3%	
TRANSPORTATION ENGINEER MGR	04247	90,899	23,719	114,618	76,000	21,565	97,565	17%	
TRANSPORTATION PLANNER 2	04051	65,518	22,070	87,587	-	-	-	-	
TREATMENT PROGRAM MANAGER	03232	58,180	21,593	79,773	-	-	-	-	
TREATMENT SERVICES DIRECTOR	03235	78,104	22,888	100,992	91,600	22,893	114,493	-12%	
TROOPER 2 / 3	16000/ 16005	63,830	21,960	85,790	-	18,984	69,884	23%	Significantly above market
TYPIST-ADVANCED	00013	35,598	20,125	55,722	-	-	-	-	
WORKFORCE ADVISOR	00807	52,107	21,198	73,305	-	17,413	52,113	41%	Significantly above market
WORKFORCE DEVELOPMENT MANAGER	00815	68,166	22,242	90,408	108,000	21,894	129,894	-30%	Significantly below market
YOUTH SERVICES WORKER	03040	42,566	20,578	63,143	-	-	-	-	



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